

Set	Items	Description
S1	374	(ON (N) TIME) (N) DELIVERY (S) (START AND END)
S2	1	AU=WONG, ALVIN
S3	58	((ON (N) TIME) (N) DELIVERY (S) START AND END) AND

PERFORM-

ANCE AND SUPPLIER

S4	58	Sort S3/ALL/PY
S5	37	S4 AND (REPORT OR REPORTING)
S6	20	S3 AND (REPORT OR REPORTING) AND PERCENTAGE
S7	20	Sort S6/ALL/PY
?		

*JS*  
*9-15-05*

? b fulltext1, fulltext2, nonfulltext

```
>>>          77 does not exist
>>>          233 does not exist
>>>2 of the specified files are not available
      15sep05 10:04:54 User268077 Session D267.1
          $0.00      0.213 DialUnits FileHomeBase
$0.00 Estimated cost FileHomeBase
$0.05 TELNET
$0.05 Estimated cost this search
$0.05 Estimated total session cost      0.213 DialUnits
```

SYSTEM:OS - DIALOG OneSearch

```
File 15:ABI/Inform(R) 1971-2005/Sep 14
      (c) 2005 ProQuest Info&Learning
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*File 610: File 610 now contains data from 3/99 forward.
Archive data (1986-2/99) is available in File 810.
File 613:PR Newswire 1999-2005/Sep 15
      (c) 2005 PR Newswire Association Inc
*File 613: File 613 now contains data from 5/99 forward.
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*File 624: Homeland Security & Defense and 9 Platt energy journals
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File 636:Gale Group Newsletter DB(TM) 1987-2005/Sep 14
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File 583:Gale Group Globalbase(TM) 1986-2002/Dec 13  
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File 8:EI Compendex(R) 1970-2005/Sep W1  
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File 94:JICST-EPlus 1985-2005/Jul W3  
(c)2005 Japan Science and Tech Corp(JST)  
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7/3,K/1 (Item 1 from file: 15)  
DIALOG(R)File 15:ABI/Inform(R)  
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01170104 98-19499

**Purchasing's interaction with customers: The effects on customer satisfaction--a case study**

Rossler, Paul E; Hirsz, A B

International Journal of Purchasing & Materials Management v32n1  
PP:

37-43 Winter 1996

ISSN: 0094-8594 JRNL CODE: JPR

WORD COUNT: 3636

...DESCRIPTORS: **Performance** evaluation

...ABSTRACT: oil company, that had tried unsuccessfully for 10 years to improve customer satisfaction by measuring **performance** and improving **supplier** reliability. Management then employed a somewhat broader approach to improving purchasing **performance** in the area of capital equipment purchases: interacting more closely with internal customers. To evaluate...

...by purchasing. The experiences of this purchasing organization provide general insights on approaches to perceived **performance** improvement.

...TEXT: oil company, that had tried unsuccessfully for ten years to improve customer satisfaction by measuring **performance** and improving **supplier** reliability. Management then employed a somewhat broader approach to improving purchasing **performance** in the area of capital equipment purchases: interacting more closely with internal customers.

To evaluate...

...by purchasing. The experiences of this purchasing organization provide general insights on approaches to perceived **performance** improvement.

While changes are occurring in many companies with respect to the strategic use of...

...describes how purchasing management in one division of an oil company moved from a passive, **supplier** -based improvement approach to a more active, customer-based approach (see Figure 1). (Figure 1...

...for the delays, in public the team members blamed a politically neutral, generalized "other"--the **supplier** . To investigate this hypothesis, a sample of 500 closed purchase orders were analyzed for on time

## **delivery**

**performance** . The analysis revealed the same situation that was found in

1985 (see Table I)--suppliers were reliable, but the **supplier** 's promised

delivery date differed from the customer's required date shown on the purchase requisition. Rather than pointing to a **supplier** problem, the analysis pointed to a long-term, chronic communication problem between purchasing and its customers. Purchasing's customers were planning **start**

dates for projects, programming equipment replacements, and scheduling preventive maintenance on the assumption that the...

...requested. The buyers, on the other hand, seldom compared the customer

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with the customer when the two dates differed.

The...

...2. Purchasing would notify customers about any discrepancy between the

customer required date and the **supplier** promised date, and customers would adjust their operational plans according to the promised date.

3. Purchasing would prepare and distribute a monthly **report** on the status of all capital equipment purchase orders, by customer. Changes in and deviations...

...would meet quarterly with the division manager to monitor capital equipment purchasing budget compliance and **performance** .

To monitor the effects of the proposed changes, purchasing redefined on-time material delivery **performance** and began tracking it and capital

equipment budget compliance. On-time material delivery was defined... company's procurement department and on research performed by Hendrick and

Ruch(3) to determine **performance** appraisal criteria for buyers. The questions highlighted seven main areas for customer-oriented purchasing lperformance :

1. Service

2. Accuracy

3. Communication

4. Responsiveness

5. Professionalism

6. Technical knowledge

7. Customer...

...purchasing manager, two purchasing supervisors, and a senior buyer.

The Appendix includes the 18 closed- **end** and four open- **end** questions asked in the survey. The closed- **end** questions were rated on a four-point scale: 1) always; 2) most of the time...

...managers who tended to be satisfied (always, most of the time); the other included the **percentage** tending to be dissatisfied (sometimes, never). A simple average **percentage** figure was calculated for each main area of inquiry (e.g., service, accuracy, communication).

The...

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#### ...FIRM'S EXPERIENCE?

The experiences of this purchasing organization provide four general insights on purchasing **performance** improvement that may be useful to purchasing managers in other organizations.

#### 1. What can be...

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...needed--and buyers should perceive a legitimate need and application for that training.

Improving purchasing **performance** -much like improving other functional areas and processes-may require nothing more than a continued walk than thoughtful process. Participative, **performance** improvement planning processes that link improvement objectives to action should prove

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3. T.E. Hendrick and A.W. Ruch, "Determining **Performance** Appraisal Criteria for Buyers," Journal of Purchasing and Materials Management, vol. 25, no. 2 (Spring 1988), pp. 26-34.

4. J.L. Cavinato, "Purchasing **Performance** : What Makes the Magic?," Journal of Purchasing and Materials Management, vol. 23, no. 3 (Summer...

7/3,K/2 (Item 2 from file: 148)

DIALOG(R)File 148:Gale Group Trade & Industry DB  
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08675800 SUPPLIER NUMBER: 18301613 (USE FORMAT 7 OR 9 FOR FULL TEXT)

**Uphill climb. (Efficient Consumer Response)(includes related articles)**  
Casper, Carol

U.S. Distribution Journal, v223, n3, p15(7)  
March 15, 1996

ISSN: 0897-1315 LANGUAGE: English RECORD TYPE: Fulltext;  
Abstract

WORD COUNT: 5368 LINE COUNT: 00431

ABSTRACT: The grocery industry should come up with new **performance** measures to sustain the benefits of implementing Efficient Consumer Response (ECR) programs. Externally-based **performance** standards are also important in this undertaking, as well as modifications in existing compensation and incentive schemes related to **performance** . Companies should also focus on continually reengineering their processes, technology and personnel management to fully...

TEXT:

...and gross profit are threatening to hold ECR back. Struggling to come up with new **PERFORMANCE** MEASURES, the grocery industry seems to have an.....

The development of new **performance** measures is one of the critical hurdles that must be crossed to keep ECR moving...

...ECR progress have been hindered because we do not have a properly aligned set of **performance** measures in the supply chain today," comments Charles Troyer, partner in the consumer goods practice...

...of activities and strategies across functional boundaries, and across the supply chain. This requires new **reporting** and measurement systems that can accommodate such holistic, global views of activities.

The "C" in ECR is another consideration driving the search for new kinds of **performance** measures.

"The measures most companies in this industry have traditionally used to evaluate **performance** have been internally focused, such as gross margin and gross profit," consultant Frank Grossi, general...

...enough simply to incorporate such intentions in strategies and mission statements, then to continue measuring **performance** with the same old functional, internally-based systems, experts stress.

"It's a truism," points...

...t get it."

In fact, companies need to go another step, and not just change **performance** measures, but also change compensation and incentive systems tied to **performance**, consultants point out.

"Most people tell you that what you measure is what gets done...

...have to change your reward systems."

Many in the industry feel progress in instituting new **performance** measures is lagging behind other aspects of ECR implementation - a situation, as Troyer points out...

...retailers want to build their business."

This points up a second critical role for new **performance** measures.

Not only are they needed so companies can assess their success on the new

...

...the customer may be indifferent to the benefits of a CRP versus a non-CRP **supplier**. But when you measure all the cost components, it would probably become clear that the...

...slowly.

"We've spent a lot of time trying to analyze the process of



measuring  
**performance** , and just that aspect - how we think about **performance**  
measures - is something we've made significant gains against," observes  
Tom  
Christal, president of the...

...the number of issues that must be dealt with to move forward with  
changes in **performance** measures. These include process issues,  
technology, and perhaps most important, the people issues.

"Whenever you...KPMG. "The first is internal. Companies are  
starting  
to look at their traditional labor-based **performance** measures and are  
beginning to incorporate new measures like cycle time and quality, to  
get  
...

...to see some process measurements that are not only cross-functional,  
but  
cross-company. Measuring **performance** from the customer's perspective  
is  
one classic example that is starting to come into...

...example, are using the concept of "the perfect order" as a way of  
measuring their **performance** from the standpoint of the customers'  
needs.

Companies are also starting to institute measures that...

...objectives," he comments.

Balanced Scorecard Approach

One key in helping companies approach development of new  
**performance**  
measures required to support ECR, several consultants say, is the  
concept  
of the balanced scorecard...

...of perspectives from which success can be measured and laying out  
specific frameworks for evaluating **performance** in each area. It  
creates  
the explicit point of connection between a company's strategies...

...metrics to measure those three things. The only way management  
measured  
themselves was on financial **performance** .

"A balanced scorecard says we'll still measure ourselves  
financially,  
but if we want to...

...What are the opportunities it wants to maximize?

The next step is determining the key **performance** indicators that  
show how well it is doing in achieving these objectives.

Balanced scorecards are...

...area of strategic importance. Within each quadrant would be listed  
the  
three or four key **performance** indicators that can be used to measure  
success in each area.

"If customer satisfaction is...

...that determine how you're achieving customer satisfaction. For a distributor, one indicator might be **percentage** of on-time deliveries, or order fill rate.

"Another area of the scorecard," says Eschenburg...

...be another area on the scorecard that relates to distribution or customer-service-related key **performance** indicators, or KPIs.

"If one of your core competencies is distribution, you might have a quadrant that describes your distribution function, looking at metrics for **performance** inside a warehouse, such as dollars generated per square foot.

"You may also include some...

...companies in the grocery supply channel do business, the areas in which new forms of **performance** measures are required are also virtually global in scope.

\* BUYING

One of the first areas where companies need to go beyond traditional

**performance** measures is in the buying function, Troyer comments.

"This includes any buying function," he adds...they may have to purchase in quantities that make inventory costs very high. With another

**supplier**, on the other hand, you may not make as much gross margin on the product...

...with the new approach to purchasing efficiency, the emphasis is on profitability analysis.

From the **supplier** standpoint, the move is toward customer profitability analysis: loading the true cost to serve against...

...could slap trade dollars around and incent somebody to load up on inventory at the **end** of the quarter," Troyer observes.

"We're moving toward an environment where companies are focusing...

...joint business planning process under category management. They are rated and paid based on their **performance** against these objectives.

So a

big part of what sales is now measured and rewarded...

...responsible for making profitable sales, for example, but when they need

to make that quarter- **end** goal, it's still tempting to give them the money

to bring in the business...

...in order to reduce costs in one area simply raise costs in another.

"You need **performance** measures in place that align internally to create the lowest blending of cost," he points...plans.

"So the planning process is giving us the tools we need to adapt our

**performance** measurement scorecards," he points out.

On the sales management side, CSC's Troyer observes, "We...

...sales function to create business-building partnerships with customers, not just selling product.

"To this **end**, we're starting to see ABC being used, especially by companies that are in alliances...

...of its developing partnering alliance program, Schultz notes, Nabisco is instituting a number of new **performance** measures for its customer alliance team.

"Included are standard measures such as case fill, on-time delivery, and order cycle time to the customer. But we'll also **start** to track such indicators as our spoilage rate with each customer, our deduction balance with...

...and complete.

"The way to actually calculate this measure," he adds, "is to multiply the **percentage** achieved in each of the four elements to yield the perfect order percent."

If, over a given period, for example, a **supplier** delivers 90 percent of orders damage-free, 90 percent on-time, 100 percent complete, and 100 percent as ordered, its perfect order **percentage** would be 81 percent.

"When done this way, most suppliers find their perfect order **percentage** to be somewhere between 10 and 20 percent," Morgan adds.

Procter & Gamble takes an even more stringent approach to measuring its perfect order **percentage**.

"We employ each of these four measures, and if any order misses on any one...

...out.

Before most suppliers can get to determining how they will score their perfect order **performance**, Morgan adds, many run into a more basic problem: their inability even to measure each...

...of what ECR is all about, addressing the key elements of the interface between the **supplier** and distributor.

"If you can do perfect orders, it means you must have a good...making a fact-based decision on which option will be most mutually beneficial to the **supplier** and distributor," he says.

This same focus on results measured in terms of consumer take-away

is

also starting to creep into some salesforce **performance** measures, according to Sauer.

"Specifically, I have two clients that are moving from traditional volume...

...blending different systems for a time. In the first year, for example,

they may weight **performance** measures to count shipments as 90 percent of the measure, and consumption as 10 percent...

...other ways to get away from the total reliance on shipments as the key sales **performance** indicator, he points out.

"You can look at various measures around account contribution, account profitability...

...also looking at ways to reward individual team members differently, depending on which aspects of **performance** they have the most ability to influence or control.

One way this can be accomplished...

...other hand, the incentive may be weighted to count share as 50 percent of their **performance** measure, shipments as 25 percent, and 25 percent for consumption."

Other measures that may also...

...time frame for measurement and reward, looking for longer time horizons than the typical quarterly **performance** measure.

"This is critical for companies implementing category management best practices, both among suppliers and retailer/distributors," he points out.

Whatever specific **performance** measures are instituted, Troyer and other consultants are firm in stressing that they must be...

...or compensation systems.

"Otherwise you won't get the behaviors you need to achieve the **performance** goals," Troyer comments.

"In the customer service area, for example, you could incent a person ...

...customers would see would probably be pretty dramatically different, based on which of those two **performance** measures you used."

"The classic example," Donnan adds, "is saying to a salesperson, we're ...

...profit as though they are a small business, rather than to manage to a

quarter- end goal of pushing inventory out the door, and having a fairly loose pile of change...

...s measurement systems are another of the key obstacles preventing companies from moving into new **performance** measurement systems more quickly, Harris believes.

"There's a concern that if you move to a more balanced scorecard, you might very well cause a disruption in the present **performance** of the business, because you will need to wean people away from certain short-term ...

...order to run our business a different way," Harris says.

"Unfortunately, however, most senior management **performance** measures are themselves still disproportionately based on short-term quarterly targets, which can make them...

7/3,K/3 (Item 3 from file: 148)  
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08512653 SUPPLIER NUMBER: 18073965 (USE FORMAT 7 OR 9 FOR FULL TEXT)

**Purchasing's interaction with customers: the effects on customer satisfaction - a case study.**

Rossler, Paul E.; Hirsz, A.B.

International Journal of Purchasing and Materials Management, v32, n1, p37(7)

Winter, 1996

ISSN: 1055-6001 LANGUAGE: English RECORD TYPE: Fulltext; Abstract

WORD COUNT: 3619 LINE COUNT: 00322

...AUTHOR ABSTRACT: oil company, that had tried unsuccessfully for ten years to improve customer satisfaction by measuring **performance** and improving **supplier** reliability. Management then employed a somewhat broader approach to improving purchasing **performance** in the area of capital equipment purchases: interacting more closely with internal customers. To evaluate...

...by purchasing. The experiences of this purchasing organization provide general insights on approaches to perceived **performance** improvement. ... describes how purchasing management in one division of an oil company moved from a passive, **supplier** -based improvement approach to a more active, customer-based approach (ILLUSTRATION FOR FIGURE 1 OMITTED...

...for the delays, in public the team members blamed a politically neutral,

generalized "other" - the **supplier** . To investigate this hypothesis, a sample of 500 closed purchase orders were analyzed for on time delivery **performance** . The analysis revealed the same situation that was found in

1985 (see Table I) - suppliers were reliable, but the **supplier** 's promised

delivery date differed from the customer's required date shown on the purchase requisition. Rather than pointing to a **supplier** problem, the analysis pointed to a long-term, chronic communication problem between purchasing and its customers. Purchasing's customers were planning **start**

dates for projects, programming equipment replacements, and scheduling preventive maintenance on the assumption that the...

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**performance**

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...company's procurement department and on research performed by Hendrick

and Ruch(3) to determine **performance** appraisal criteria for buyers.

The

questions highlighted seven main areas for customer-oriented purchasing **performance** :

1. Service 2. Accuracy 3. Communication 4. Responsiveness 5. Professionalism 6. Technical knowledge 7. Customer...

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The Appendix includes the 18 closed- **end** and four open- **end** questions asked in the survey. The closed- **end** questions were rated on a

four-point scale: 1) always; 2) most of the time; the other included the **percentage** tending to be dissatisfied (sometimes, never). A simple average

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The experiences of this purchasing organization provide four general insights on purchasing **performance** improvement that may be useful to purchasing managers in other organizations.

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Improving purchasing **performance** - much like improving other functional areas and processes - may require nothing more than a continued

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Participative, **performance** improvement planning processes that link improvement objectives to action should prove useful here.

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2. L.C. Guinipero and D.J. Brewer, " **Performance** Based Evaluation Systems Under Total Quality Management," International Journal of Purchasing and Materials Management, vol...

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4. J.L. Cavinato, "Purchasing Performance : What Makes the Magic?," Journal of Purchasing and Materials Management, vol. 23, no. 3 (Summer...

7/3,K/4 (Item 4 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
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30640112 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
Q2 2003 Vishay Intertechnology, Inc./ Siliconix Earnings Conference Call -  
Part 1  
FAIR DISCLOSURE WIRE  
July 03, 2000  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4758

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... conference call we will be making certain forward-looking statements that discuss future events and performance. These statements are subject to risks and uncertainties that could cause actual results to differ...

... and Dr. Paul and Dr. Zandman will elaborate on them. Today Vishay was happy to report improved results for second 2003 that were in line with first calls estimates. Revenues for...

... an improvement over last -- this year's first quarter. Selling, general and administrative expenses as percentage of net sales rows 17.8% for this quarter and represents a decrease from the...

...next week, but I can give you some key numbers. Our cash balance at



the  
**end** of June was \$362 million. Our long-term debt at the **end** of June was \$691 million as compared to \$706 million at December 31, 2002.  
Backlog  
....

...everywhere. The quarter 1 recovery, the perceived quarter 1 recovery has slowed down since the **end** of April and especially the activities are suffering, were suffering in the quarter in Asia...s my impression based on the order level, that Vishay presently is gaining share. The **on time delivery performance** was better than 90%. We have successfully negotiated with the labor unions and labor council...

... the BCC locations in Germany, Belgium, and in Holland, and now we are free to **start** our reduction programs there. We have practically implemented the consolidation of the BCC sales offices...

... process. Can I switch now to the major product families, and I would like to **start** with resistors and inductors. There has been quite strong order intake in the previous quarters...  
...BCC, contributes strongly. Dale resistors as well. And we see recovering properties for the low **end** product for the fixed **end** resistor chips based also on the exchange rate gains. Book-to-bill was close to...this is a very profitable business with a specialties that helps to stabilize Vishay's **performance**. Sales were stable at the level of \$31 million per quarter, book-to-bill was...

...defended I runs quite nice at 30% of sales which also was last year's **performance**. It's clear that Siliconix is and will remain a very successful division of Vishay. Finally, I'd look to **report** about all the other semiconductors which contain general semi, small signal, telecom cone and **end** veno operate I products. The sales of this business gripe was relatively stable. We achieved...

...delayed to due to SARS by a quarter but we expect to be there and **start** production in December '03 which I think is a very important

step  
to assure is...split 50/50 between specialty and commodity products.  
This  
is the main reason why the **performance** , even in bad times as it is  
now,  
is much better than our competition. We...

... out billable materials, the bonds, to be reviewed by Vishay and  
include  
Vishay as a **supplier** . We have been lately swamped with that. We have  
two  
engineers full-time and special program, special program which was  
**end**  
stalled for that whereby any EOM which comes to us is  
translated  
immediately into Vishay... because there are quite a few moves, and  
not  
everything can be finalized by the **end** of the year, as to move  
plant is  
something which is more time consumption than...  
... through the month of July, would the book-to-bill that you  
reported  
at the **end** of June be representative of thing that they stand right  
now  
at the **end** of July?

GERALD PAUL: July was a continuation of the second quarter on  
average,  
more...

7/3,K/5 (Item 5 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
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30431335 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Q2 2003 Vishay Intertechnology, Inc./ Siliconix Earnings Conference  
Call -**

**Part 1**  
FAIR DISCLOSURE WIRE  
July 03, 2000  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4759

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... conference call we will be making certain forward-  
looking  
statements that discuss future events and **performance** . These  
statements  
are subject to risks and uncertainties that could cause actual  
results to  
differ...

... and Dr. Paul and Dr. Zandman will elaborate on them. Today Vishay  
was  
happy to **report** improved results for second 2003 that were in line  
with

first calls estimates. Revenues for...

... an improvement over last -- this year's first quarter. Selling, general and administrative expenses as **percentage** of net sales rose 17.8% for this quarter and represents a decrease from the...

...next week, but I can give you some key numbers. Our cash balance at the **end** of June was \$362 million. Our long-term debt at the **end** of June was \$691 million as compared to \$706 million at December 31, 2002. Backlog

...everywhere. The quarter 1 recovery, the perceived quarter 1 recovery has slowed down since the **end** of April and especially the activities are suffering, were suffering in the quarter in Asia...s my impression based on the order level, that Vishay presently is gaining share. The **on time**

**delivery performance** was better than 90%. We have successfully negotiated with the labor unions and labor council...

... the BCC locations in Germany, Belgium, and in Holland, and now we are free to **start** our reduction programs there. We have practically implemented the consolidation of the BCC sales offices...

... process. Can I switch now to the major product families, and I would like to **start** with resistors and inductors. There has been quite strong order intake in the previous quarters...

...BCC, contributes strongly. Dale resistors as well. And we see recovering properties for the low **end** product for the fixed **end** resistor chips based also on the exchange rate gains. Book-to-bill was close to...this is a very profitable business with a specialties that helps to stabilize Vishay's **performance**. Sales were stable at the level of \$31 million per quarter, book-to-bill was...

...defended I runs quite nice at 30% of sales which also was last year's **performance**. It's clear that Siliconix is and will remain a very successful division of Vishay. Finally, I'd look to **report** about all the

other semiconductors which contain general semi, small signal, telecom cone and **end** veno operate I products. The sales of this business gripe was relatively stable. We achieved...

...delayed to due to SARS by a quarter but we expect to be there and

**start** production in December '03 which I think is a very important step to assure is...split 50/50 between specialty and commodity products. This is the main reason why the **performance**, even in bad times as it is now, is much better than our competition. We...

... out billable materials, the bonds, to be reviewed by Vishay and include Vishay as a **supplier**. We have been lately swamped with that. We have two engineers full-time and special program, special program which was **end** stalled for that whereby any EOM which comes to us is translated immediately into Vishay... because there are quite a few moves, and not everything can be finalized by the **end** of the year, as to move plant is something which is more time consumption than... through the month of July, would the book-to-bill that you reported at the **end** of June be representative of thing that they stand right now at the **end** of July?

GERALD PAUL: July was a continuation of the second quarter on average, more...

7/3,K/6 (Item 6 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
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02190968 75249984

**The impact of electronic data interchange on delivery** performance  
Ahmad, Soheli; Schroeder, Roger G  
Production & Operations Management v10n1 PP: 16-30 Spring 2001  
ISSN: 1059-1478 JRNL CODE: POMS  
WORD COUNT: 7064

**The impact of electronic data interchange on delivery** performance

...ABSTRACT: past results. Results indicate that the extent of EDI use is significantly related to delivery **performance** after controlling for the considered factors. Furthermore, the data set supported the moderating

effect of production instability on the relationship between the extent of EDI use and delivery **performance** achieved, but failed to support the moderating effect of organizational size.  
TEXT: THE IMPACT OF ELECTRONIC DATA INTERCHANGE ON DELIVERY **PERFORMANCE** \*

After several years of use of electronic data interchange (EDI) in various industries, the literature...

...results. Our results indicate that the extent of EDI use is significantly related to delivery **performance** after controlling for the above-mentioned factors. Furthermore, the data set supported the moderating effect of production instability on the relationship between the extent of EDI use and delivery **performance** achieved, but failed to support the moderating effect of organizational size.

(ELECTRONIC DATA INTERCHANGE; MANAGERIAL PRACTICES; SUPPLY CHAIN MANAGEMENT; DELIVERY **PERFORMANCE** )

## 1. Introduction

A supply chain is an integrated system wherein a number of business entities...

...1995) argue that the use of EDI is expected to yield higher on-time delivery **performance** , yet only a few empirical studies have been conducted in this regard. Findings of these...

...e.g., Srinivasan, Kekre, and Mukhopadhyay 1994) relationships between the use of EDI and delivery **performance** , others have not (e.g., Walton and Marucheck 1997). Although a research framework may make...

...We therefore choose a manufacturing plant as the unit of analysis and use the delivery **performance** of that plant to evaluate the effectiveness of EDI. Our study builds on the theoretical...

...recognizes the contextual factors at the plant level.

In the following sections, we discuss delivery **performance** measures. Next, we identify the contextual factors that can impact delivery **performance** of a plant. Last, we present the hypotheses to be tested.

### 2.1. Delivery **Performance** Measures

There is no consensus in the literature as to which **performance** measure should be used to evaluate the impact of EDI. In the past, a

multitude...

responsive to the customers' needs (Fisher, Hammond, Obermeyer, and Raman 1997). We therefore track delivery **performance** of an organization to evaluate the impact of EDT.

A manufacturer can be responsive to...

...time between start of the first step of production of a product/part and the **end** of the last step of production of that product/part) and lead time (the elapsed...

...diverse production processes. Another measure that has been used to assess responsiveness to customers is **on - time delivery** (Walton and Marucheck 1997). We choose to use this measure for our study because the...

...production processes in the plant do not confound this measure.

Also,

our choice of this **performance** measure is driven by the fact that the effect of EDI on achieving **on - time delivery** has been inconclusive in

the literature (Srinivasan, Kekre, and Mukhopadhyay 1994; Walton and Marucheck 1997). Nevertheless, **on - time delivery** is only one of many

measures that could be used to evaluate the impact of...

...the readers to interpret the results with this in mind.

## 2.2. Factors Affecting Delivery **Performance**

PRODUCT DIVERSITY. The number of final product configurations offered by an organization imposes additional constraints...

...complexity and consequently lead to coordination problems (Kekre, Murthi, and Srinivasan 1995). Therefore, the delivery **performance** of an

organization can be negatively affected by its diverse product portfolio.

PRODUCT CUSTOMIZATION. The extent of product customization done in a plant

can also impact its delivery **performance**. Product customization, by its

very nature, requires one-to-one interaction with the customer. Customer requirements...

...sources can increase production instability and are expected to have a

negative impact on delivery **performance**.

SIZE OF THE ORGANIZATION. The size of an organization probably does not have a direct bearing on its delivery **performance**. However, in the context of adoption and use of EDI in an organization, size can...

...needs to be controlled in a study that investigates the relationship

between EDI and delivery **performance** .

JUST-IN-TIME (JIT) MANAGEMENT PRACTICES. An organization using JIT management practices constantly strives to...  
...extent of use of JIT management practices is expected to have an impact on delivery **performance** . Many organizations have employed both JIT and EDI to achieve better delivery **performance** . In such situations, any improvement in delivery **performance** should not be attributed to EDI if indeed it accrues due to JIT (Mukhopadhyay 1993...

...should be taken in the research design to isolate the effect of JIT on delivery **performance** prior to investigating the impact of EDI on delivery **performance** .

QUALITY MANAGEMENT PRACTICES. Like irr, quality management practices also integrate the supply chain by establishing a close relationship with the **supplier** and emphasizing customer focus (Flynn, Sakakibara, and Schroeder 1995). Quality management efforts ensure a predictable...

...proactive quality management program in place is expected to have a positive impact on delivery **performance** .

From the above discussion it is apparent that the factors mentioned can influence delivery **performance** . Therefore, the impacts of these six factors need to be removed before we investigate the relationship between the use of EDI in an organization and delivery **performance** achieved by that organization.

### 2.3. Hypotheses

EDI provides integration among the elements of the...

...to react to recent changes. Therefore the use of EDI is expected to improve delivery **performance** .

H1. After controlling for the contextual factors, a plant using EDI will have higher delivery **performance** than a plant that does not.

The hypothesis H1 refers to whether a plant uses...

...dichotomous condition. But, the extent of EDI use, a continuous variable, should also affect delivery **performance** thereby leading to a second hypothesis.

These days many organizations have adopted EDI. However, the...

...plant that uses EDI for most of its transactions is expected to have higher delivery **performance** than a plant that seldom uses EDI.

H2. After controlling for the contextual factors, the extent of use of EDI

will be positively related to delivery **performance** .

Uncertainty, such as unpredictability in demand, unreliable suppliers, poor coordination among departments, and consequently production...

...the one with the higher degree of EDI use is expected to have superior delivery **performance** .

H3. After controlling for the contextual factors, for a given level of production instability, the higher the extent of use of EDI the higher the delivery **performance** achieved.

Historically, EDI has been implemented using a hub and spoke arrangement.

Large organizations (the...

...a similar contention. In their analysis, they find that "... regardless of its cost structure, a **supplier** may have to join the EDI network out of 'strategic necessity,' due to the presence of an IT-efficient **supplier** . Our analysis further shows that depending on the

**supplier** competition structure, the EDI system may prove to be a 'beneficial' strategic necessity for a large **supplier** and an 'unfortunate' strategic necessity for a small **supplier** " (Barua and Lee

1997: p. 398). Building on similar arguments, Raymond and Bergeron (1996)

deduce...

...systems are imposed. Therefore, according to the studies cited above,

the benefit (such as delivery **performance** ) gained by larger and ...for

the contextual factors, the relationship between the extent of use of EDI

and delivery **performance** achieved by an organization will be moderated by

the size of that organization.

In a...

...segment of the supply chain that we investigate in this study is bounded

on one **end** by one link upstream from the manufacturer and on the other

**end** by one link downstream from the manufacturer.

### 3. Research Design and Methodology



### 3. 1. Data...

...in another plant included in the survey. This variable was, therefore, measured by the average **percentage** change in plant output (in terms of respective currency) from one month to the next...

...and is denoted by EXTEDI. This variable is measured by averaging two objective responses: (1) **percentage** of purchase orders sent to suppliers by means of EDI, and (2) **percentage** of customer orders received via EDI

Therefore, this measure of EDI use takes into account...the broad construct QUALITY. These scales include the following: customer focus, feedback, process control, and **supplier** involvement. Reliability and unidimensionality analyses were done as described above (see Appendix). Finally, these scales...

...QUALITY.

ON-TIME DELIVERY (ONTIME). Operationally, we used an objective measure to track the delivery **performance** of a plant. The respondent was asked to **report** the **percentage** of orders that were shipped on time in the last one year period according to...

...of 0.09. Therefore, the non-managerial factors do in fact have influence over delivery **performance** as was theorized earlier and hence need to be controlled.

TABLE 2

The managerial contextual...

...for our previous argument that managerial contextual factors such as irr and QUALITY affect delivery **performance** and hence need to be controlled in addition to the non-managerial factors. Our argument...

...implies that there is a relationship between the use of EDI and on-time delivery **performance**, and this relationship is significant even after removing the effects of contextual factors (both non...

...and managerial). That is, the plants that used EDI were found to have higher delivery **performance** than plants that did not, thereby providing support for Hypothesis 1.

Product diversity (PDIVERS) remained...

...is found to be negative. This implies that it is hard to achieve superior delivery **performance** for a plant that sells a large number of

products to customers compared to a...

...efforts put into Just-In-Time and quality management practices are stronger predictors of delivery **performance** than size of the organization. Also, it is important to note that both the managerial...

...step 3. This reinforces our argument that these managerial practices have an impact on delivery **performance** and need to be controlled before

investigating the impact of usage of EDI on delivery **performance**.

Otherwise, the result we observe may be a confounded result.

The second set of hierarchical...the plants that use EDI, the extent of EDI

use is positively related to delivery **performance**.

#### TABLE 3

Two interaction terms, EDI \* INSTBL, and EDI \* SIZE, are entered in the last...

...of production instability, the higher the extent of use of EDI, the higher the delivery **performance** achieved. Previous studies have argued

that the adoption of EDI is expected to be high...

...by greater instability (Germain and Droge 1995). However, whether such

adoption leads to better delivery **performance** remains to be seen. Our study, therefore, extends the literature further along this line.

Looking

...

...an organization is inconsequential with respect to the success of EDI in

achieving superior delivery **performance**. It is the extent of EDI use that

determines the level of delivery **performance** achieved regardless of the

size of the organization.

#### TABLE 4

On the other hand, we...

...in this study support the contention that the use of EDI leads to better

delivery **performance**. Most of the previous studies have used perceptual

measures or indicator variables to assess delivery **performance**. While such measures can be good choices in certain situations, perceptual measures are prone to...

...sub-optimal strategy. In this study we have used an objective measure to

assess delivery **performance** of the organizations. This measure takes into account the EDI link in both directions placing...  
...that linking up with customers and suppliers through EDI will improve their on-time delivery **performance** (% of orders delivered on time). This is particularly true when managers face production instability. Moreover, managers can gain additional improvement in on-time delivery **performance** by using EDI even when they already have quality management and/or Just-In-Time...

...directions. First, researchers should study the longitudinal effects of EDI, thereby: establishing the relationship between **performance** and EDI before and after EDI implementation. They can also enrich the research findings of...

...findings, future research should examine the effects of EDI and web-based technologies on other **performance** variables such as cost, quality, and delivery speed. Finally, future research should investigate the effects...

...AHMAD, S. (1998), The Relationship Between JIT Managerial Practice and JIT Infrastructure: Implications for Plant **Performance**, doctoral dissertation, University of Minnesota, Department of Operations and Management Science, Minneapolis, MN.  
AIKEN, L...B., S. SAKAKIBARA, AND R. G. SCHROEDER (1995), 'Relationship Between JIT and TQM: Practices and **Performance**', Academy of Management Journal, 38, 5, 1325-1360.

FLYNN, B. B., R. G. SCHROEDER, AND S. SAKAKIBARA (1996), 'The Relationship Between Quality Management Practices and **Performance**: Synthesis of Findings From the World Class Manufacturing Project,' in Advances in the Management of...

...Menlo Park, CA.

KEKRE, S., B. P. S. MURTHI, AND K. SRINIVASAN (1995), 'Operating Decisions, **Supplier** Availability and Quality: An Empirical Study,' Journal of Operations Management, 12, 3-4, 387-396...

...Logistics Management, 24, 7, 35-47.

MALTZ, E. AND R. K. SRIVASTAVA (1997), 'Managing Retailer- **Supplier** Partnerships With EDI: Evaluation and Implementation,' Long Range Planning, 30, 6, 862-876.

MUKHOPADHYAY, T...

...SAMSON, D. AND M. TERZIOVSKI (1999), 'The Relationship Between Total Quality Management Practices and Operational **Performance** ,' Journal of Operations Management, 17, 4, 393-409.

SCALES, I. (1993), 'Is It More Trouble...1-8.

WALTON, S. V. AND A. S. MARUCHECK (1997), 'The Relationship Between EDI and

**Supplier** Reliability,' International Journal of Purchasing and Materials Management, 33, 3, 30-35.

SOHEL AHMAD AND...

S1 34 (BEGIN OR START OR ORIGIN) (5N) (END OR DESTINATION)  
(5N) (DELIVERY OR SHIPPING) (S) (PERFORMANCE OR ON-TIME) (S) PERCENT???

S2  34 Sort S1/ALL/PY

9-15-05  
JS

2/3,K/1 (Item 1 from file: 275)  
DIALOG(R)File 275:Gale Group Computer DB(TM)  
(c) 2005 The Gale Group. All rts. reserv.

01505751 SUPPLIER NUMBER: 12020608 (USE FORMAT 7 OR 9 FOR FULL  
TEXT)  
**PA-RISC's next generation arrives; new chip said to increase system  
performance by more than 50 percent. (Hewlett-Packard Co.'s Precision  
Architecture-Reduced Instruction Set Computer 7100 microprocessor)**  
(News  
& Trends) (Product Announcement)  
Evans, Grant  
HP Professional, v6, n3, p16(1)  
March, 1992  
DOCUMENT TYPE: Product Announcement ISSN: 0896-145X LANGUAGE:  
ENGLISH RECORD TYPE: FULLTEXT  
WORD COUNT: 367 LINE COUNT: 00027

... version of its RISC microprocessor, PA-RISC 7100, and said that  
the  
new chips will **begin shipping** in computer systems before the **end**  
of  
this year. The new PA-RISC chip is expected to boost system  
**performance**  
by more than 50 **percent** , and offer system speeds up to five times  
faster  
than existing systems from competitors.  
Based...

2/3,K/2 (Item 2 from file: 16)  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

04691744 Supplier Number: 46905461 (USE FORMAT 7 FOR FULLTEXT)  
**Mosaid Reports Second Quarter Results.**  
Business Wire, p11200238  
Nov 20, 1996  
Language: English Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count: 1399

... DRAM is proving to be well timed: according to the market  
research  
firm Dataquest, 65 **percent** of the core memory market will be using  
Synchronous DRAM within the next two years...

...June 1996 from MiNT Systems Corporation of California is proceeding  
as  
planned. We expect to **begin shipping** this product by the **end** of  
this  
fiscal year. And our multimillion dollar investment in a new, higher  
**performance** memory test system will soon bear fruit, with shipments of  
this key product also scheduled...

2/3,K/3 (Item 3 from file: 621)

DIALOG(R)File 621:Gale Group New Prod.Annou.(R)  
(c) 2005 The Gale Group. All rts. reserv.

01456580      Supplier Number: 46905461    (USE FORMAT 7 FOR FULLTEXT)  
**Mosaid Reports Second Quarter Results.**  
Business Wire, p11200238  
Nov 20, 1996  
Language: English      Record Type: Fulltext  
Document Type: Newswire; Trade  
Word Count:    1399

...      DRAM is proving to be well timed: according to the market  
research  
firm Dataquest, 65 **percent** of the core memory market will be using  
Synchronous DRAM within the next two years...

...June 1996 from MiNT Systems Corporation of California is proceeding  
as  
planned. We expect to **begin shipping** this product by the **end** of  
this  
fiscal year. And our multimillion dollar investment in a new, higher  
**performance** memory test system will soon bear fruit, with shipments of  
this key product also scheduled...

**2/3,K/4      (Item 4 from file: 148)**  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
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09104905      SUPPLIER NUMBER: 18871789      (USE FORMAT 7 OR 9 FOR FULL  
TEXT)  
**Mosaid Reports Second Quarter Results.**  
Business Wire, p11200238  
Nov 20, 1996  
LANGUAGE: English      RECORD TYPE: Fulltext  
WORD COUNT:    1323      LINE COUNT:    00177

...      DRAM is proving to be well timed: according to the market  
research  
firm Dataquest, 65 **percent** of the core memory market will be using  
Synchronous DRAM within the next two years...

...the end of this fiscal year. And our multimillion dollar investment  
in a  
new, higher **performance** memory test system will soon bear fruit, with  
shipments of this key product also scheduled...

**2/3,K/5      (Item 5 from file: 16)**  
DIALOG(R)File 16:Gale Group PROMT(R)  
(c) 2005 The Gale Group. All rts. reserv.

05439788      Supplier Number: 48248302    (USE FORMAT 7 FOR FULLTEXT)  
**Hot product: Water filter faucets**  
National Home Center News, p38  
Jan 26, 1998  
Language: English      Record Type: Fulltext

Document Type: Magazine/Journal; Trade  
Word Count: 303

... in partnership with Culligan, the Moen PureTouch faucet uses a carbon block filter for high- **performance** filtration that rivals counter-top models. The Moen PureTouch reduces chlorine by 93.3 **percent** , lead by 99.5 **percent** and microorganisms like cryptosporidium and giardia by 99.8 **percent** . Filters have a capacity of 200 gallons, and an LED read-out on the faucet...

...prices will range from \$22 to \$27. Available to wholesalers in March, the faucet will **begin shipping** to retail by the **end** of the second quarter.

The Price Pfister Pfilter Pfauet, created with Teledyne Water Pik, aims...

2/3,K/6 (Item 6 from file: 9)  
DIALOG(R)File 9:Business & Industry(R)  
(c) 2005 The Gale Group. All rts. reserv.

01468473 Supplier Number: 24152058 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Hot product: Water filter faucets**  
**(Americans spend \$450 mil/yr on home water-treatment systems)**  
National Home Center News, v 24, n 2, p 38  
January 26, 1998  
DOCUMENT TYPE: Journal ISSN: 0192-6772 (United States)  
LANGUAGE: English RECORD TYPE: Fulltext  
WORD COUNT: 289

(USE FORMAT 7 OR 9 FOR FULLTEXT)

TEXT:

...in partnership with Culligan, the Moen PureTouch faucet uses a carbon block filter for high- **performance** filtration that rivals counter-top models. The Moen PureTouch reduces chlorine by 93.3 **percent** , lead by 99.5 **percent** and microorganisms like cryptosporidium and giardia by 99.8 **percent** . Filters have a capacity of 200 gallons, and an LED read-out on the faucet...

...filter prices will range \$22 to \$27. Available to wholesalers in March, the faucet will **begin shipping** to retail by the **end** of the second quarter.

photo omitted

The Price Pfister Pfilter Pfauet, created with Teledyne Water...



2/3,K/7 (Item 7 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
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02972657  
**Mercedes-Benz U.S. International Celebrates Five Year Anniversary In Alabama**  
PR NEWSWIRE  
September 30, 1998  
JOURNAL CODE: WPRW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 980

... million investment in the Tuscaloosa plant and an additional 100 jobs to increase production 20 percent annually, from 65,000 units in 1998 to over 80,000 units in 1999. The...

... drive ML320 in the United Kingdom, Japan, Australia and New Zealand. By combining safety, quality, performance and comfort of a Mercedes-Benz with SUV

2/3,K/8 (Item 8 from file: 275)  
DIALOG(R)File 275:Gale Group Computer DB(TM)  
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02398880 SUPPLIER NUMBER: 61949688 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**SoftDSL Closer to Reality.(News Briefs)**  
Brown, Peter  
Electronic News (1991), 46, 18, 32  
May 1, 2000  
ISSN: 1061-6624 LANGUAGE: English RECORD TYPE: Fulltext  
WORD COUNT: 575 LINE COUNT: 00048

... inc., a manufacturer of processor cores for embedded applications, has introduced the LX4189, a high-performance, 32-bit RISC core designed for communications applications. Optimized for 0.15-micron silicon processes, the device will begin shipping by the end of the second quarter, the San Jose-based company said. Other RISC cores are based...

...memory while keeping the clock frequency high. The company claims the device is nearly 30 percent faster than other five-stage RISC cores because of its rearranged pipeline design.

2/3,K/9 (Item 9 from file: 9)  
DIALOG(R)File 9:Business & Industry(R)  
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02159395 Supplier Number: 25691411

**Lexra Rolls Comm Core**

**(Lexra Inc launches new LX4189 32-bit RISC core for communications applications)**

Electronic News, v 46, n 18, p 32

May 01, 2000

DOCUMENT TYPE: Journal (United States)

LANGUAGE: English RECORD TYPE: Fulltext

WORD COUNT: 166

**TEXT:**

...inc., a manufacturer of processor cores for embedded applications, has introduced the LX4189, a high- **performance** , 32-bit RISC core designed for communications applications. Optimized for 0.15-micron silicon processes, the device will **begin shipping** by the **end** of the second quarter, the San Jose-based company said. Other RISC cores are based...

...memory while keeping the clock frequency high. The company claims the device is nearly 30 **percent** faster than other five-stage RISC cores because of its rearranged pipeline design.

...

**2/3,K/10 (Item 10 from file: 15)**

DIALOG(R)File 15:ABI/Inform(R)

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01993018 49783830

**Power to boost RS/6000 sales**

Moltzen, Edward F

Computer Reseller News n881 PP: 71-72 Feb 14, 2000

ISSN: 0893-8377 JRNL CODE: CRN

WORD COUNT: 612

TEXT: PUTTING THE PEDAL to its metal, IBM Corp. said it will **begin shipping** high- **end** , four-way RS/6000 Web servers using its copper interconnect technology at its recent. PartnerWorld...

...Adkins, general manager of the IBM RS/6000 unit. The copper-based processors will offer **performance** boosts of 20 **percent** , he said.

Adkins also reiterated that Silicon on Insulator (SOI) technology would likely be built...

**2/3,K/11 (Item 11 from file: 20)**

DIALOG(R)File 20:Dialog Global Reporter

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30434172 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Q2 2003 GARMIN LTD Earnings Conference Call - Part 1**

FAIR DISCLOSURE WIRE

July 03, 2000

JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 4697

... generated from products introduced within the last 12 months.

Focusing next on our operating margin **performance**, Garmin achieved an operating profit of about \$60.1m, an operating margin of 41.9...

...the quarter, was up 190 basis points. During the second quarter, SG&A as a **percentage** of sales increased 70 basis points up to 9.7% of sales, which is a...

... of 399 engineers and associates around the world. Overall, our total operating expenses as a **percentage** of sales increased 130 basis points to 16.4% from 15.1% in the prior...or 42% of sales compared to 37.7% last year. Our SG&A as a **percentage** of sales increased 30 basis points to 10.3% of sales in the first half...

**2/3,K/12 (Item 12 from file: 148)**

DIALOG(R)File 148:Gale Group Trade & Industry DB

(c)2005 The Gale Group. All rts. reserv.

12155097 SUPPLIER NUMBER: 61949688 (USE FORMAT 7 OR 9 FOR FULL TEXT)

**SoftDSL Closer to Reality.**

Brown, Peter

Electronic News (1991), 46, 18, 32

May 1, 2000

ISSN: 1061-6624 LANGUAGE: English RECORD TYPE: Fulltext

WORD COUNT: 575 LINE COUNT: 00048

... memory while keeping the clock frequency high. The company claims the device is nearly 30 **percent** faster than other five-stage RISC cores because of its rearranged pipeline design.

**2/3,K/13 (Item 13 from file: 20)**

DIALOG(R)File 20:Dialog Global Reporter

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27500447

**Event Brief of Q1 2003 Clorox Earnings Conference Call - Final - Part 1**

FAIR DISCLOSURE WIRE

October 30, 2002

JOURNAL CODE: WFDW    LANGUAGE: English    RECORD TYPE: FULLTEXT  
WORD COUNT: 4185

... in nine countries. 19. These brands accounts for about half of sales and a higher **percentage** of profit. 20. The co. will protect and defend these core brands from competitors even...

... it is building a solid and profitable foundation for growth. S7.  
SALES  
AND GROSS MARGIN **PERFORMANCE** (K.R.) 1. Co.'s strong quarter was driven by continued improvement in core business... from about a 900 BP working capital improvement. 9. Cash provided by operations as a **percentage** of sales in 1Q03 hit 20%. 10. Co. has some seasonality in its numbers and...

...behind its brand. 10. Co. plans for S&A cost to decline modestly as a **percent** of sales for the year. 11. Co. is projecting operating margins in the range of...

2/3,K/14        (Item 14 from file: 20)  
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33077788 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Q4 2003 Quiksilver Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
December 18, 2003  
JOURNAL CODE: WFDW    LANGUAGE: English    RECORD TYPE: FULLTEXT  
WORD COUNT: 4686

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... percent today in Europe. BOB MCKNIGHT: And in the U.S., we really did not **begin shipping** our closed-toe shoes until the end of October, so we are still in the process of the test and reading the...

2/3,K/15        (Item 15 from file: 20)  
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32216469  
**Event Brief of Q3 2003 Jones Apparel Group Inc. Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE

October 28, 2003

JOURNAL CODE: WFDW    LANGUAGE: English    RECORD TYPE: FULLTEXT  
WORD COUNT: 4152

... Footwear: 1. From fashion perspective, continue to see dress shoe classification continue to pick up **performance** as a **percentage** to total categories across most divisions. 2. Dress shoe classification in Nine West ended quarter...was calculated at 24%. 5. Intend to do another catalog in Spring 2004. S6. Financial **Performance** (W.C.) 1. Financial Results: 1. All financials moving forward are presented on a full...

**2/3,K/16        (Item 16 from file: 20)**

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32216439

**Q3 2003 Jones Apparel Group Inc. Earnings Conference Call - Part 1**

FAIR DISCLOSURE WIRE

October 28, 2003

JOURNAL CODE: WFDW    LANGUAGE: English    RECORD TYPE: FULLTEXT  
WORD COUNT: 4854

... fashion perspective, we continue to the dress shoe classification continue to pick up it's **performance** as a **percentage** of total categories across most divisions. The dress shoe classification, Nine West ended the quarter up 6 **percent** from a year-ago. Enzo Angiolini was up 13 **percent** , Bando was up over 14 **percent** . Also tailor category was up over five **percent** from the Nine West brand from a year ago. Boots and booties were all down...

... ago. Easy Spirit and Bandolino increased slightly during the third quarter due to the 27 **percent** increase in our open stock business and this has been a focus for us and...

**2/3,K/17        (Item 17 from file: 20)**

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32003471 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Event Brief of Q3 2003 Maytag Earnings Conference Call - Part 1**

FAIR DISCLOSURE WIRE

October 16, 2003

JOURNAL CODE: WFDW    LANGUAGE: English    RECORD TYPE: FULLTEXT  
WORD COUNT: 4442

... 1. This was introduced in September. 2. The products in this platform are scheduled to **begin shipping** at the **end** of this quarter.  
3. The Neptune DC bears a traditional tumble dryer with a revolutionary...

2/3,K/18        (Item 18 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
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30622361 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**WARNACO GROUP INC 1H03 Results Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
August 11, 2003  
JOURNAL CODE: WFDW    LANGUAGE: English    RECORD TYPE: FULLTEXT  
WORD COUNT: 4531

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... Calvin Klein swimwear is expected to show in Miami in the summer of 2004, and **begin shipping** by the **end** of 2004. Based on our current **performance** and growth initiatives, we believe our swimwear segment is poised for continued positive momentum. We...

2/3,K/19        (Item 19 from file: 20)  
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30584251 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Q1 2004 Asyst Technologies Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
July 09, 2003  
JOURNAL CODE: WFDW    LANGUAGE: English    RECORD TYPE: FULLTEXT  
WORD COUNT: 4617

... Spartan platform generated intense interest at SemiCon in a sorter application, and we expect to **begin shipping** Spartan sorters to fabs before year- **end** . We believe that the Spartan will enable us to recapture leadership positions in the sorter... our traction so far has been substantial. In Q1, we increased service revenue by 30 **percent** over the prior sequential quarter and saw it represent a healthy 15 **percent** of sales for the period. Automated material handling for the flat-

panel  
display market also...

**2/3,K/20** (Item 20 from file: 20)  
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28116618  
**Calpine Signs Long-Term 200-Megawatt California Power Sales Agreement**  
CANADA NEWSWIRE  
March 17, 2003  
JOURNAL CODE: WCNW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 810

... Northern California. Calpine's ownership in power generation began with the purchase of a five **percent** interest in a 20-megawatt facility at The Geysers in 1989. Calpine currently owns 19...

... as amended, including statements such as those concerning Calpine Corporation's ("the Company") expected financial **performance** and its strategic and operational plans, as well as all assumptions, expectations, predictions, intentions or...

... events. You are cautioned that any such forward-looking statements are not guarantees of future **performance** and involve a number of risks and uncertainties that could cause actual results to differ...

**2/3,K/21** (Item 21 from file: 20)  
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39852572 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Event Brief of Q1 2005 Family Dollar Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
December 17, 2004  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4474

...Co.'s new Marianna, Florida DC has begun receiving inventory and is on schedule to **begin shipping** by the **end** of January. 1. The opening of this distribution center will have a very positive impact...

**2/3,K/22** (Item 22 from file: 20)  
DIALOG(R)File 20:Dialog Global Reporter  
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38236730

**Scientific-Atlanta Inc. at Banc of America 34th Annual  
Investment**

**Conference - Final**

FAIR DISCLOSURE WIRE

September 22, 2004

JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 4036

...subscriber products to provide this end-to-end system. A little bit on our quarterly **performance** -- most of you probably have read the financial statements after our results -- very strong and...

... definition market. We shipped just over a million set-top boxes; of that, roughly 36 **percent** of the total set-top units were the DVR units. That's a good growth...business. High-speed data, absolute slam dunk when you look at the cable operators' operating **performance** on that. They're able to charge, you know, on average \$40 a month for...shift to a digital domain for their entire offering, versus a 60/40 split -- 60 **percent** analog, 40 **percent** digital, and absolute bandwidth consumption that they have today. What we're going to see...

**2/3,K/23 (Item 23 from file: 20)**

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37672296 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Event Brief of Q1 2005 Omnivision Technologies Earnings Conference  
Call -**

**Part 1**

FAIR DISCLOSURE WIRE

August 24, 2004

JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 4481

... of image sensors for the camera market, the 3.0-megapixel 3620. 5. By the **end** of the calendar year, OVTI will also **begin** shipping a 5-megapixel product for cameras that will be the new high end for CMOS... your shipments, what portion of it was 300 K of the VGA sensors as a **percentage** of total units and also 1.3-megapixel? (Vijay Rakesh - Next Generation Equity)



A. (John...

2/3,K/24 (Item 24 from file: 20)  
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37046942 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Event Brief of EMC Q2 2004 Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
July 20, 2004  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4528

... 3. Co. didn't ship any AX100s for revenue in 2Q04, but it expects to **begin shipping** them in volume by the **end** of July. 4. Saw strength in all geographies for CLARiiON in 2Q04, including the Asia Pacific region, where historically CLARiiON **performance** has lagged behind the other regions. 5. Continued to see strength across all channels in...is relatively small, it is growing nicely. 7. Compared to 1Q04, international revenues as a **percent** of total were down a bit due to the strong growth of the domestic market...teens in 4Q04. 5. Primary focus is on the growth of operating income as a **percentage** of revenues. 6. Expectation for full-year SG&A is in the range of 26...

... in revenue in 2Q04 or nearly 200% YoverY growth. 4. VMware had an even stronger **performance** in their bookings. 5. EMC's pledge to operate VMware as a separate subsidiary is...

2/3,K/25 (Item 25 from file: 20)  
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35763497 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Event Brief of Q1 2004 RSA Security Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
April 22, 2004  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4638

...78% of the total in 1Q04 vs. 70% in 4Q03. 1. The co. expects this **percentage** to remain at least this level and possibly continue to grow throughout 2004. 3. Secure...

...4. The co. saw the value in software encryption over hardware encryption because of the **performance** capability. 5. The co. expects market demands to continue for secure transactions and expect \$5...

**2/3,K/26** (Item 26 from file: 20)  
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35398057 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Event Brief of Q1 2004 RSA Security Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
April 22, 2004  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4635

...78% of the total in 1Q04 vs. 70% in 4Q03. 1. The co. expects this **percentage** to remain at least this level and possibly continue to grow throughout 2004. 3. Secure...

...4. The co. saw the value on software encryption over hardware encryption because of the **performance** capability. 5. The co. expects market demands to continue for secure transactions and expect \$5...

**2/3,K/27** (Item 27 from file: 20)  
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33682049 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Q1 2004 Network Engines Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
January 22, 2004  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4393

... migration and backup protection for departmental, regional, and remote exchange server deployments. We expect to **start shipping** this product by the **end** of the March quarter and are very excited about the opportunity to work with Comm...

**2/3,K/28** (Item 28 from file: 20)  
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44047528 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Q2 2005 DESIGN WITHIN REACH INC Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
August 04, 2005  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4709

... delivery experience for the customer and better margins for Design Within Reach. We expect to **begin** to implement these new **shipping** options before the **end** of the year. As a result of our long-term strategy for margins, we expect...

... of 2005 compared to the same period last year, we're very pleased with our **performance**. But, as Wayne indicated, we have room for improvement. While we posted strong topline growth...

**2/3,K/29 (Item 29 from file: 20)**  
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43876679 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Event Brief of Q2 2005 Netflix Earnings Conference Call - Part 1**  
FAIR DISCLOSURE WIRE  
July 25, 2005  
JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4645

... profits for the studios and NFLX. S2. Financial Review & Guidance (B.M.) 1. 2Q05 Financial **Performance** : 1. NFLX's ability to make smart decisions across the business enabled the Co. to...

... reach that goal, the Co.'s subscriber base needs to grow by 25%, the same **percentage** increase the Co. achieved last year from 2Q04 to 4Q04. 7. For 15 consecutive quarters...

... business is more profitable, beginning in 3Q05, NFLX plans to increase marketing expense as a **percent** of revenue in 3Q05 and 4Q05 by increasing SAC. 2. Assumptions Of Guidance: 1. In...

**2/3,K/30 (Item 30 from file: 20)**  
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43797522 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Q2 2005 Sierra Wireless, Inc Earnings Conference Call - Part 1**

FAIR DISCLOSURE WIRE

July 20, 2005

JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 4535

... PCI Express product to our OEM customers for integration and carrier certification. We expect to **begin shipping** EVDO mini PCI Express modules by the **end** of the year, followed by HSDPA mini PCI Express modules in early 2006. We have...modules for the laptop market. We expect the first products associated with these initiatives to **begin shipping** by year **end**. We expect Q3 to show sequentially improvement over Q1 and Q2. Accordingly, we are providing...

2/3,K/31 (Item 31 from file: 20)

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42248249 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Event Brief of Q1 2005 DENTSPLY International Inc. Earnings Conference Call**

- Part 1

FAIR DISCLOSURE WIRE

April 26, 2005

JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 4439

... is known for its benefits of reduced appointment time and improved oral hygiene. 5. Will **begin shipping** by **end** of the quarter immediately after the AAO meeting in May. 6. Marketing Efforts: 1. Can...

...of GACSA in Europe and FX movements. 2. Expect expenses to be lower as a **percent** of sales for 2005 than in 2004. 3. 1Q05 operational margins were 17.3% vs...

2/3,K/32 (Item 32 from file: 20)

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41348068 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Jones Apparel Group Inc. at Bear, Stearns & Co. Inc. Retail, Restaurants**

**and Apparel Conference - Part 1**

FAIR DISCLOSURE WIRE

March 08, 2005

JOURNAL CODE: WFDW    LANGUAGE: English    RECORD TYPE: FULLTEXT  
WORD COUNT: 4828

...like to leverage the back office, obviously, for synergies. We have a very strong financial **performance**, which I will go through with you, the highest standards in reporting. When the SEC...more balanced. If you look at better department stores, we will be just about 35 **percent** of our business this year; and, while everybody's mind is on the May-Federated  
...

...is going to surpass our cost of capital, which is in the 9 to 10 **percent** threshold. In terms of Barneys, which is our most recent acquisition, which we just closed...

... years. Just to touch on the financials a little bit, in terms of our financial **performance** over the last six years, the way I would frame this, it's very controlled...but we have always brought that leverage ratio down. And if you look at the **performance** here, the lighter line, from 1999, when we levered up to buy Nine West, through...

...we have made into 2005, it's been very controlled, in that 20 to 30 **percent** type range. And that's, again, due to all the strong cash flow that we...

...we're projecting our debt to total cap to be in the mid-20s - 25 **percent**, which, again, we are very comfortable with. And from an operating cash flow to debt perspective, we're looking at about 45 **percent** for 2005 -- again, a ratio that makes us very comfortable. And we will  
this year...

2/3,K/33        (Item 33 from file: 20)

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40724132 (USE FORMAT 7 OR 9 FOR FULLTEXT)

Leica Geosystems AG Q3 FY04/05 Quarterly Earnings Conference Call -  
Part 1  
FAIR DISCLOSURE WIRE

February 03, 2005

JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT  
WORD COUNT: 4640

... easily upgrade to the new SmartStation and realize the benefits of total interoperability. We will **begin shipping** these new products towards the **end** of this quarter or in next quarter, and in the meantime, we are embarking on...

... have turned a corner here. In January, we also announced the divestment of our 50 **percent** ownership and LIS, the joint venture we hold with Leica Microsystems in Singapore. At the...

... split by region. A bit more than half of our revenue comes from Europe, 28 **percent** from the Americas and 20 **percent** from Asia. Despite the weakening U.S. dollar, the United States and Asia had experienced...

... over the last 9 months. In local currencies, both regions have grown well above 20 **percent** growth, with particularly high growth rate in Surveying & Engineering. But also, the growth of 8 **percent** in Europe is an acceptable result, given the current economic environment in this region. Let...

... division for the quarter. The proportion of S&E sales remains essentially unchanged at 63 **percent**. Our largest division also remains our most profitable one, which continues to positively influence the financial **performance** of the company as a whole. If you will turn to slide 7, let me...

...division. As I stated earlier, Swiss franc sales in S&E rose by over 16 **percent** in Q3 by 20 **percent** in local currency. Growth was robust in most regions, particularly in the Americas and in Asia, where local currency sales grew by almost 30 **percent**. We have clear indications that the S&E division continues to gain market share, particularly...be at their midterm target level, with an EBITDA margin this quarter of 19.6 **percent**. Although the weaker U.S. dollar has an impact on

topline

**performance** , we have a natural dollar hedge that largely protects our profit in the S&E...

...franc sales of 22.3 million in Q3, which represents a decline of 4.1

**percent** against the previous year. But in local currencies, however, sales increased by 5.2 **percent** . We had an excellent quarter in the sensor business of the division, with particularly solid...

...first 9 months year-to-date, we have seen Swiss franc revenues growth of

7 **percent** , which we believe is a sustainable level going forward. In terms of earnings in the...

...amortization. EBITDA for the quarter was at 1.7 million Swiss francs, or

7.8 **percent** of sales, compared with 0.3 million, or 1.2 **percent** of sales in the previous year. Let's now turn to slide 9 and the...

...slight decline compared with the previous year. Currency adjusted sales,

however, grew at around 2 **percent** . As anticipated, sales growth has begun to level off as the market for the current...

... contributed to the improvements in earnings during the quarter. EBITDA

margins increased to 21.1 **percent** in the third quarter, primarily as a result of the positive gross margin developments through...

...sharply in Q3, with sales of 19.6 million Swiss francs representing more

than 50 **percent** sequential growth over Q2, and 6.8 **percent** growth over

Q3 of last year. Sales in local currencies increased even by over 13

**percent** in Q3. Demand was not only strong in Q3, but we also have a healthy...

...EBITDA margin of 15.7, bringing the year-to-date margin up to 7.6

**percent** . Let's now move to slide 11 and the results of the HDS division.

The can see the **performance** of our Special Products Division. The Special

Products Division recorded sales from continuing operations of...

2/3,K/34 (Item 34 from file: 20)

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40617639 (USE FORMAT 7 OR 9 FOR FULLTEXT)

**Event Brief of Q4 2004 Idexx Laboratories Earnings Conference Call -  
Part 1**

FAIR DISCLOSURE WIRE

January 28, 2005

JOURNAL CODE: WFDW LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 4323

... blood gas and electrolyte analyzer specifically designed  
for  
veterinarians. 2. Introduced this month. 3. Will **start shipping**  
before  
the **end** of 1Q05. 4. Customer demand has been great. 5.  
Analyzer  
integrates with VetLab to give...